

Conflict Scoping Process

A project management tool
for identifying, predicting,
assessing, managing and
resolving conflict

Your Destination...Our Priority



Conflict Scoping Process

Developer and Manager

Chris Moates

The foundational book associated with the Conflict Scoping Process is “Interpersonal Conflict” by William Wilmot and Joyce Hocker.

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MnDOT Conflict Scoping Process: A Resource for Identifying, Predicting, Assessing, Managing and Resolving Conflict

Conflict is an expressed struggle between at least two interdependent parties who perceive incompatible goals, scarce resources and interference from others in achieving their goals. – Wilmot & Hocker Interpersonal Conflict

Purpose of CSP

The Conflict Scoping Process is a project management tool for identifying, predicting, assessing, managing and resolving conflict. The escalation of conflict in a project can cost the agency and project valuable time and money, even leading to the cancellation of the project. CSP is a formal nine-step approach to address existing and potential conflict. It is intended to aid in managing interpersonal relationships among stakeholders. By spending more time up front addressing conflict in a project, significantly less time should be required for conflict resolution during the latter, critical portions of project delivery.

The Minnesota Department of Transportation uses many program delivery and project management tools, including scoping, risk assessment and business impact tracking. CSP is an additional component of MnDOT project management where additional resources are placed up front in projects to produce better results in identifying, predicting and resolving conflict. CSP is scalable to project size and anticipated conflict and flexible in relation to the dynamic nature of conflict and the need to strategize and re-strategize. CSP avoids redundancy with other processes as much as possible.

Dynamic Nature of Conflict

The dynamics of storm development and conflict development are similar. What starts as an innocent, high-level cloud can evolve into more ominous storms. The storms can escalate in severity to hurricane proportions. Eventually, the storm de-escalates, but some storms regenerate with additional fuel. Similarly, the addition of certain stakeholders and issues can quickly escalate conflict. This can significantly damage the project - and even the agency - if the conflict is not identified early, proper resources are not allocated, and conflict resolution strategies are rushed, poorly developed or executed, or not implemented.

CSP is a Multi-Step Process

CSP is a multi-step process with information that is tracked from the outset. These nine steps, or clouds, are methodical, scalable and flexible. They prepare the project team for potential or actual issue escalation that may require numerous strategies and staff members. CSP recognizes the potential for conflict regeneration due to new stakeholders or new issues. The process also assists the project team in monitoring low-level conflict that could escalate but is most likely to never materialize during the entire process without undue burden to the project team.

The CSP clouds are:

- (1) Project Analysis
- (2) Stakeholder Identification
- (3) Conflict Identification
- (4) Mapping
- (5) Assessment
- (6) Strategy
- (7) Implementation and Management
- (8) Resolution, Review and Regeneration
- (9) Post-Project Analysis

The final part of CSP is the production of a post-project analysis. This brief summary will be based upon the tracking and resolution of all identified conflicts and will contain best practices, lessons learned and other critical assessments of CSP for the benefit of project managers, other personnel and future projects.

CSP Helps Answer Questions

CSP is designed to answer the following critical questions, and many others:

- What conflict currently exists and why does it exist?
- What conflict could occur?
- Which stakeholders are or could be involved in conflict situations?
- Are there historical issues and/or power imbalances between stakeholders which will be difficult to resolve?
- Are there existing coalitions or ones that could form either to help reduce or escalate conflict?
- Are there champions within the external stakeholder group that can be used to help reduce tension and resolve conflict?
- What is the risk if conflict escalates? Is left alone and allowed to escalate? Is not recognized? Or is not handled properly?

- What tools and personnel need to be used to reduce and resolve conflict?
- Are tracking mechanisms in place to ensure conflict is identified, assessed, managed and resolved? Are these mechanisms effective?
- What savings in staff time and cost resulted from using CSP?
- How do we ensure information on conflict is transferred from project manager to project manager and between project delivery stages?

Strategic Direction

The CSP:

- Increases trust with transparency and accountability of the agency
- Promotes collaboration with the public, project stakeholders and the agency
- Values diversity and cultural capital through inclusion of all within a project area and the opportunity to express views and concerns
- Recognizes that employees are integral to the success of the project and the agency as a whole

Development and Implementation of CSP

MnDOT leadership recognized the need to develop a conflict prediction model to get in front of damaging project conflict. The CSP framework is based on the book, *“Interpersonal Conflict”* by William Wilmot and Joyce Hocker. Development, implementation and management of CSP were done by Christopher (Chris) Moates with an advisory team consisting of Phil Barnes, Jeff Brunner, Mike Ginnaty, Deb Ledvina, Greg Ous, and Jean Wallace. Additional advice and guidance was solicited to ensure the process was implementable. Operations Division Director Mike Barnes championed CSP and additional support was received from Scott Bradley, Peter Harff and others. Commissioner Tom Sorel endorsed CSP in June 2012.

CSP is being introduced in three stages. First Phase Implementation Projects (see Appendix) were selected across the state with various types, scales, costs, project stages and projected levels of conflict. Each project’s CSP final report will contain best practices and lessons learned to assist all CSP users and to promote further improvements to CSP. Second Phase Implementation Projects (see Appendix) will start in November 2013 to introduce CSP to project managers who were not part of the First Phase and to further refine the process. CSP will be implemented in all state projects by 2015.

CSP Mission, Vision and Goals

Mission Statement

The mission of the Conflict Scoping Process is to assist project managers by proactively resolving conflict, resulting in the savings of time and money and maintaining project schedules.

Vision Statement

CSP is a systematic approach of identifying, predicting, assessing, managing and resolving conflict with individual projects. This is done to increase the level of public trust and reduce the risk of conflict escalation. This is accomplished through mapping and analysis of each major conflict and assigning key personnel to resolve the issues. By placing resources up front, fewer resources should need to be allocated toward resolving conflict during critical, later portions of project delivery.

Goals of CSP

- Develop, maintain and improve relationships to increase public trust and confidence.
- Improve conflict management and avoidance by focusing on interpersonal conflict, identifying conflict early, identifying strategies for resolution, and resolving conflict where necessary through continuous tracking and effective use of personnel and strategies.
- Implement the CSP in the earliest stage possible in every project.
- Develop a thorough understanding of the project, stakeholders and issues, and assess and map the issues in an effort to identify, predict and manage conflict.
- Identify as many known and potential impact risks at the early stages of project development.
- Establish a fluid conflict thought process. This recognizes that new stakeholders, issues and impacts can and do arise and that the complexity, level and rate of conflict can easily escalate.
- Reduce the escalation of conflict and achieve conflict resolution within a MnDOT project by developing and using mitigation strategies.
- Expand the institutional wisdom of MnDOT through a post-project assessment and establish necessary changes to solidify the usefulness of CSP and provide guidance to other project managers.
- Use CSP as a tool for assisting in critical project decisions up to and including significant scope changes or project termination should conflict be determined to be too great.

- Establish a working document which can be improved based on feedback from those who are using it on their projects.
- Create a flexible framework for other departments and agencies to use in their office and/or project management processes.

The Nine Clouds of the CSP

“A state of extreme happiness”

“Cloud nine” is a widely used term that essentially refers to a state of extreme happiness. The CSP Cloud system takes off on this concept and goal. It is the foundation and provides visualization to the CSP process by identifying key project goals, stakeholders and issues and then developing assessment, prioritization, management and resolution strategies. The CSP Cloud system captures the ever changing and regenerative nature of conflict. CSP recognizes and illustrates the need for awareness of potential new stakeholders and issues and development of new strategies leading to resolution.

Cloud 1: Project Analysis

Thoroughly understanding the corridor, communities and political dynamics of a project area are emphasized in Cloud 1. Several critical steps include:

- (1) Educating project team members in self-assessment and conflict resolution;
- (2) Doing extensive data acquisition for the project area;
- (3) Formulating a simple project goals statement incorporating CSP and the primary objectives of the project.

The goals will provide the backdrop for where conflict and potential conflict can arise and will be reviewed as needed to keep project and conflict focus.

Cloud 2: Stakeholder Identification

Understanding who all of the internal and external stakeholders that could or will influence the project is critical to success. Identified internal stakeholders include district, specialty and Central Office personnel. Identified external stakeholders include permitting agencies, other state and federal agencies, sovereign nations, adjacent property owners and tenants, advocacy groups, elected and appointed officials, local government, pass-thru traffic, the media and utilities. Any history with a stakeholder and the perceived goals of the stakeholder are documented.

Cloud 3: Conflict Identification

Existing and potential issues are identified at a high level and are related to the identified external and internal stakeholders contained within the project. This recognizes that conflict occurs between internal stakeholders, external stakeholders and both internal and external stakeholders.

Cloud 4: Mapping

The mapping step is a dynamic approach to understanding the power and influence of internal and external stakeholders and the intricate nature of their relationships.

Projects expected to see complex relationship dynamics will spend significantly more time and energy with this step compared to projects with little conflict. A four-square interest and influence grid helps determine the level of future interaction between the project team and stakeholders, including working closely, keeping informed, keeping satisfied or monitoring. Next, a relationship mapping exercise is conducted.

Stakeholder circles are drawn in relation to their perceived level of power and influence. Lines are then drawn between stakeholders to represent whether a relationship would be classified as generally good, friction, broken, or alliance. Relationships that should exist but presently don't and good relationships with an issue causing friction should also be indicated.

Cloud 5: Assessment

The probability of a conflict occurring and the potential impact to the project scope, cost and/or schedule or public perception of the agency and its partner agencies are examined. The external and internal conflicts are assembled, and each item is assessed on a three-level scale: red = critical, yellow = moderate, and green = low.

Cloud 6: Strategy

Strategic options are assessed for all critical and moderate issues to assist in reducing the chance the conflict will occur, reoccur or escalate, and to resolve the conflict. The issues classified as low are monitored throughout the project's duration; some of them may be elevated to moderate or critical levels at a later time. The team establishes many possible options for resolution, looks at potential positive and negative impacts of the strategies, establishes an outcome goal of the strategy and determines possible stakeholder responses and a team contingency plan in the event the implemented strategy fails. Conflict management responsibilities are assigned at this time, either to MnDOT staff or a trusted external stakeholder with MnDOT's approval.

Cloud 7: Implementation and Management

Contact with stakeholders occurs during this time, as the largest amount of planning in CSP now transitions into implementation. The Conflict Specialist (CS) (see appendix) has already started tracking stakeholders, conflicts and resolution strategies. The CS now tracks each issue, keeps in contact with the party assigned to resolving the issue and ensures progress is being made. The CS also reports progress and significant changes and strategies to the PM (if the CS is not the PM).

Cloud 8: Resolution, Review and Regeneration

Resolved conflict is placed in this cloud with the approval of the PM. This also is the step in which the list of existing conflicts is reviewed, along with conflicts that are presumed to be resolved. Conflict is not stagnant, and like storms, existing conflict can grow or regenerate while new conflict can be generated. Throughout the project, the team reflects and determines whether new stakeholders and issues exist and if issues seemingly resolved are prime for regeneration. The team proceeds through Clouds 2-7 with any new conflicts or the regeneration of previously resolved conflict. Predicted conflict that never materializes is still monitored until project completion and considered resolved at that time. Upon project completion, all issues are essentially resolved except those requiring additional follow up.

Cloud 9: Post-Project Analysis

A brief final analysis is produced by the PM once the project is essentially complete. Anticipated takeaways will be:

- Lessons learned
- Confidence with the ability to predict conflict
- Assessment of severity level at the start of conflict versus actual
- Assessment of the likelihood of conflict escalation
- Success of proposed and employed resolution strategies
- Total amount of time spent on conflict resolution
- Anecdotal time savings
- Ability to track each issue
- Potential modifications to CSP
- Recommended frequency of conflict update meetings
- Project team comfort level
- Recommendations to improve CSP training
- Any other recommendations benefiting future use of CSP

Communication and Conflict Essentials

The Centrality of Communication

The central element in all conflict is communication:

- Communication behavior often creates conflict
- Communication behavior reflects conflict
- Communication is the vehicle for the productive or destructive management of conflict

Wilmot & Hocker, p. 13

The direction of conflict in a project is often determined by how agency staff communicates to the various project stakeholders on an individual and group basis. MnDOT has training to help project staff grow and succeed in their ability to properly communicate to the public, especially when dealing with conflict.

Elements of Conflict*

The following items are essential elements of conflict. Knowing and recognizing them during the course of project delivery can mean the difference between ongoing and escalating conflict and conflict resolution.

- Intrapersonal conflict: Internal strain that creates a state of ambivalence, conflicting internal dialogue or lack of resolution in one's thinking and feeling.
- Interdependence of conflict parties: Mutually dependent parties engaging in an expressed struggle and who interfere with one another.
 - Strategic conflict: Conflict in which parties have choices
 - Mutual interests: Parties having reciprocal commonalities
 - Gridlocked conflicts: Conflict of unproductive interdependence
- Perceived incompatible goals: Goals where parties want the same thing but there is not enough to go around or they want different things.
- Perceived scarce resources: A supply of something tangible or intangible that may or not be scarce or in the process of being diminished.
- Interference: A person blocking or perceived to be blocking progress.
- Destructive conflict: Characterized by a defensive climate and behaviors.
- Escalatory spiral: A relationship that increasingly cycles towards damage and destruction and resembles a "fight" pattern.
- Avoidance spiral: Patterns of avoidance creating and reflecting destructive conflict interaction, resulting in less dependence of partners and/or withdrawal; resembles a "flight" pattern.

- Constructive conflict: Conflict resulting in bringing two or more parties together; results in positive gains.

Finally, the creation of a supportive climate instead of having a defensive climate for conflict resolution can occur simply by language choice, as shown in the table below:

Defensive Language	Supportive Language
Evaluating and judgmental	Description
Control	Problem solving
Strategy	Spontaneity
Neutrality	Empathy
Superiority	Equality
Certainty	Provisionalism (listening with an open mind)

**Wilmut & Hocker, pp.12-24*

Identifying Interests versus Positions

Stakeholders will often be stuck on a position (i.e., what they want) while having many interests (i.e., why they want it). This leads to conflict, especially with project team members who may already have an established budget and work plan. An example of this would be a stakeholder who wants a noise wall (what) as part of a project and some reasons (why): there is or could be too much noise from the freeway; highway traffic is unsightly; property values are going down; selling a house is difficult next to the highway; children could navigate a fence more readily than a noise wall.

Some questions to ask stakeholders in order to determine their interests include:

- What works for you with this proposal?
- What do you want me or the other stakeholders to understand?
- What makes you unhappy over the current situation?
- What about the current situation would you like to be different?
- If you got what you are currently asking for, what would it mean to you? What problems would be solved? What needs would not be met?
- What criteria will you use to judge proposals?
- What's important about this proposal/situation from your perspective?
- In order for a solution to be viable for you, what problems or needs must be addressed?

The interest identification process assists mediators, ombudsman, conflict specialists and others involved with resolving conflict to get an understanding of the nature of the conflict before them and directs them toward resolution. They are able to keep an open mind and focus on stakeholder interests. A more viable and beneficial option may exist which responds to the stakeholder's interests but may not be their position.

Application

Checklist for CSP Project Meetings

The following processes should be used for all CSP projects, realizing that CSP is scalable:

1. Identify CSP team members and their roles. Examples of potential CSP team members are:
 - a. Project Manager
 - b. Conflict Specialist
 - c. Assistant District Engineer
 - d. Metro Area Manager (where applicable)
 - e. Project Engineer
 - f. CSP Manager
 - g. Resident Engineer
 - h. Public Affairs Coordinator
 - i. Customer Relations
 - j. Ombudsman's Office
 - k. Contractor
 - l. Engineering consultant
 - m. Communications consultant
 - n. Business liaison
 - o. Key external stakeholders (city and/or county staff, elected official(s), business owner, etc.)
 - p. Other potential issues managers and team members

While this appears to be resource-intensive, the project scope and potential level of conflict should guide the decision as to who will be at the table. This list is much more extensive than the invitation list to a typical project CSP session.

2. Gather information that has been completed in an adjacent project or in previous planning studies, scoping exercises, CRAVEs, etc. that correlate to Clouds 1-6. It is important to see which resources already exist to avoid redundancy.
3. Determine where information shortages exist and assign staff prior to the first meeting. This can include gathering additional data, scanning media for key events within or adjacent to the project area, and any other activity that will assist in gaining more knowledge about stakeholders and conflicts.

4. Invite the right people to the CSP session. Quality, not quantity, is the key. The most productive sessions usually have the project manager, Conflict Specialist (on larger projects), consulting engineer (if applicable), and one or two other internal staff members. External stakeholders should be invited (e.g. a city or county staff member, a business community member, an elected official).
5. Technology: Telephones, phone conferencing equipment, laptop computers, screens and any other media. Whiteboards and paper also work well for producing the four-square interest/influence grid and the mapping tool. The mapping exercise can be preserved by drawing it out on paper, by photographing an electronic whiteboard, or saving the work through phone conferencing technology.
6. Proceed through Clouds 1-6, completing the Stakeholder Management Workbook forms contained online and integrating existing relevant information. Depending on the availability of personnel and scale of CSP used, more than one session may be needed to complete Clouds 1-6.
7. Establish project team protocol for communication procedures and follow-through meetings related to CSP. Meet as needed to ensure forward progress, review identified conflict to prevent conflict escalation and discuss new stakeholders, and potential new and regenerated conflict.
8. Follow up as necessary, recording relevant information for the project benefit as well as Cloud 9, the post-project analysis.

Notes:

- a) The district and the project team should decide if the Project Manager or some other staff member, (e.g. the district's Public Affairs Coordinator, planner, or business liaison) should fill the role of the Conflict Specialist. On smaller projects, the PM will most likely be the CS, while larger projects will demand enough time to warrant a separate individual for that role.
- b) A non-PM CS reports to the PM. The CS is responsible for populating the Stakeholder Management Workbook and monitoring conflicts to ensure steps for resolution were assigned to solutionists, carried out and reported to the project team.
- c) In Metro District, the Peer Review stepped process, developed as a result of Crosstown issues, will be used in addition to conflict tracking.
- d) Team members should be aware that all documentation is public and the expectation is that all work will remain on a highly professional level.

CSP Cloud 1: Project Analysis

Cloud 1 is a multi-step effort involving education/training of staff, project data gathering and development of a CSP project goals statement. First, project team members, especially the Project Manager and the Conflict Specialist, if applicable, need to have a thorough understanding of how they personally deal with conflict, collaborative environments, conflict identification and conflict resolution. Second, proper data gathering needs to be conducted to provide the project team a thorough understanding of the issues within and close to their project area. Finally, any existing conceptual project statements or purpose-and-need statements should be reviewed and amended as necessary to form a CSP Project Goals Statement. The CSP Project Goals Statement should incorporate CSP and the recognition of potential conflict and the primary objectives of the project.

The goals will provide the backdrop for where conflict and potential conflict can arise and will be reviewed as needed to keep project and conflict focus.

A. Education - Project team members should receive training in soft skills development, including self-assessment, social skills development and the essentials of conflict and conflict resolution.

1. Mastering the following areas:
 - a. Self-Awareness
 - i. Emotional self-awareness
 - ii. Accurate self-assessment
 - iii. Self-confidence
 - b. Self-Management
 - i. Self-control
 - ii. Trustworthiness
 - iii. Conscientiousness
 - iv. Adaptability
 - v. Achievement orientation
 - vi. Initiative
 - c. Social Awareness
 - i. Empathy
 - ii. Organizational awareness
 - iii. Service orientation

- d. Relationship Management
 - i. Developing relationships
 - ii. Leadership
 - iii. Influence
 - iv. Communication
 - v. Change-catalyst
 - vi. Conflict management
 - vii. Building bonds
 - viii. Teamwork and collaboration

Source: Goldman B., Emotional Intelligence, 1995

- 2. Understanding the components of conflict
- 3. Developing skills to resolve conflict
- 4. Reviewing the project goal, relational goals of project members and expected outcomes
- 5. Making critical decisions based on CSP indicators through:
 - a. Recognizing conflict as it exists or develops
 - b. Learning productive responses
 - c. Getting more cooperation
- 6. Creating a supportive climate
- 7. Avoiding the “Escalatory Spiral” which pervades destructive conflict
- 8. Reviewing corporately whether there is a tolerable level for conflict, risk, etc. in various situations

B. Data acquisition should include (see Appendix for detailed list):

- 1. Talking to colleagues
- 2. Searching for information and ensuring its accuracy and trustworthiness
- 3. Reviewing background documents
- 4. Fieldwork
- 5. Synthesizing information
- 6. Discussions with local partners (cities, counties, MPO, etc...)
- 7. Using the MnDOT Multicultural Communications Program (current and future demographics, multicultural communities and community partnerships)

C. Project Goals Statement

The Project Goals Statement combines CSP and the primary objectives of the project. The statement should mention CSP as a conflict management tool being used on the project while also exhorting the project’s vision and benefits and the

population who will benefit. The Project Goals Statement does not replace a Purpose & Need Statement.

CSP Cloud 2: Stakeholder Identification

Cloud 2 establishes a thorough list identifying stakeholders concerned with a particular project. Inclusion of all relevant stakeholders is a key factor for building trust. Missing key stakeholders in this process can backfire, as readily identifiable and predictable conflict involving those stakeholders can be more easily missed.

The start of the Stakeholder Management Workbook (available online) occurs at this point. Specific names of individuals, agencies, coalitions, etc., should be included when relevant. Stakeholders will include those who could be considered “opponents.” Any agency with permitting authority that could potentially block the project should be highlighted. Also, key leaders who can assist in both identifying local conflict and being a key ally in reducing or resolving conflict should be highlighted. A generic list of potential stakeholders is included (see Appendix) to assist the thought process.

CSP Cloud 3: Conflict Identification

Conflicts are identified in Cloud 3 and relate to the internal and external stakeholders previously identified in Cloud 2. These issues tend to fall within the categories of stakeholder-related, impact-related, ideological and project legitimacy concerns. Conflicts should be described with enough detail to gain a general understanding without getting into great detail.

Project managers may have a tendency to focus more on technical aspects of their projects than the interpersonal relationship focus that CSP emphasizes. Relationship-based conflict can be found in technical issues. However, the technical focus often belongs in a separate risk assessment.

Listed on the next page are examples of typical internal and stakeholder issues. These are just a sample of the many types of internal and external conflict a project manager may face. A more detailed list of potential issues is provided in the Appendix.

CSP Cloud 3: SAMPLE - Internal Stakeholder Conflicts			
Issue ID #	Stakeholder (from Cloud 2)	Representing	Conflict Description
1	Stakeholder	Right of Way	Property acquisition is running four months behind schedule
2	Stakeholder	Hydraulics	Concerned that Design is not accounting for potential flooding of adjacent farmland
3	Stakeholder	Project Manager	Also managing two other projects - time conflict
4	Stakeholder	Traffic	Questioning rumble strip policy in several areas
5	Stakeholder	DE	Will be out of the country for two months during critical issue discussion and approvals time
6	Stakeholder	District	Dynamic between district and expert office has been historically poor due to policy and personality issues

CSP Cloud 3: SAMPLE - External Stakeholder Conflicts			
Issue ID #	Stakeholder (from Cloud 2)	Representing	Conflict description
1	Stakeholder A City A	City A	Impacted golf course owner supports and is friends w/Senator X who is on the Senate Transportation Committee.
2	Mayor B City B	City B	Mayor upset at project scope decisions, threatening municipal consent.
3	Stakeholder C City B and City R	Constituents in neighborhood	Neighborhood disputes over high voltage line relocation. City E residents are more vocal than the City R residents. Could be Environmental Justice issue?
4	Stakeholder D City L	City L	District Planning indicates Cherry Hills neighborhood had issues with expansion of highway in 2004 corridor study. Extensive good info is stored somewhere.
5	Stakeholder E City H	Regulatory agency	Environmental study indicated numerous areas of chemical barrel dumps. Potential delays for mitigation.
6	Stakeholder F City R	Riverfront Business Association	Major impacts to riverfront businesses; claim project isn't legitimate.
7	Stakeholder G City S	Advocacy group	Regional bicycle group wants trailhead and road bike accommodations as well as bike lanes on both sides of bridge, adding 10 percent to total project cost.
8	Stakeholder H City S	Constituents in neighborhood	History of neighborhood split into two by freeway in pre-NEPA, pre-public participation days. They fear more major impacts 50 years later.
9	Stakeholder I Local chapter of national org.	Environmental group	Threat that environmental group will chain themselves to trees.

CSP Cloud 4: Mapping

There are two tools contained in the Mapping portion of CSP for the project manager to use. First is the Interest/Influence Grid, a four square analysis tool to help determine the level of general effort the project management team must direct to particular stakeholders. Second is the Relationship Mapping tool, an exercise to determine the status of general existing relationships between stakeholders. Prior to mapping, a power structure review is done to further enhance the understanding of the stakeholders within the project and their interconnectedness.

Interest/Influence Grid

The Interest/Influence Grid (next page), while not unique to CSP, is a very useful stakeholder analysis tool. It provides the opportunity to look more deeply into the identified stakeholders and conflicts to help determine the general level of effort and service each will receive from the project team. Stakeholders who generally don't have much influence may have more within the structure of a project because of their potential to impact and influence the project decision-making process. Conversely, stakeholders with more influence may choose not to use it during the project. The initial determination by the team can be adjusted as knowledge and events unfold.

Basic definitions for assisting with placement of stakeholders are:

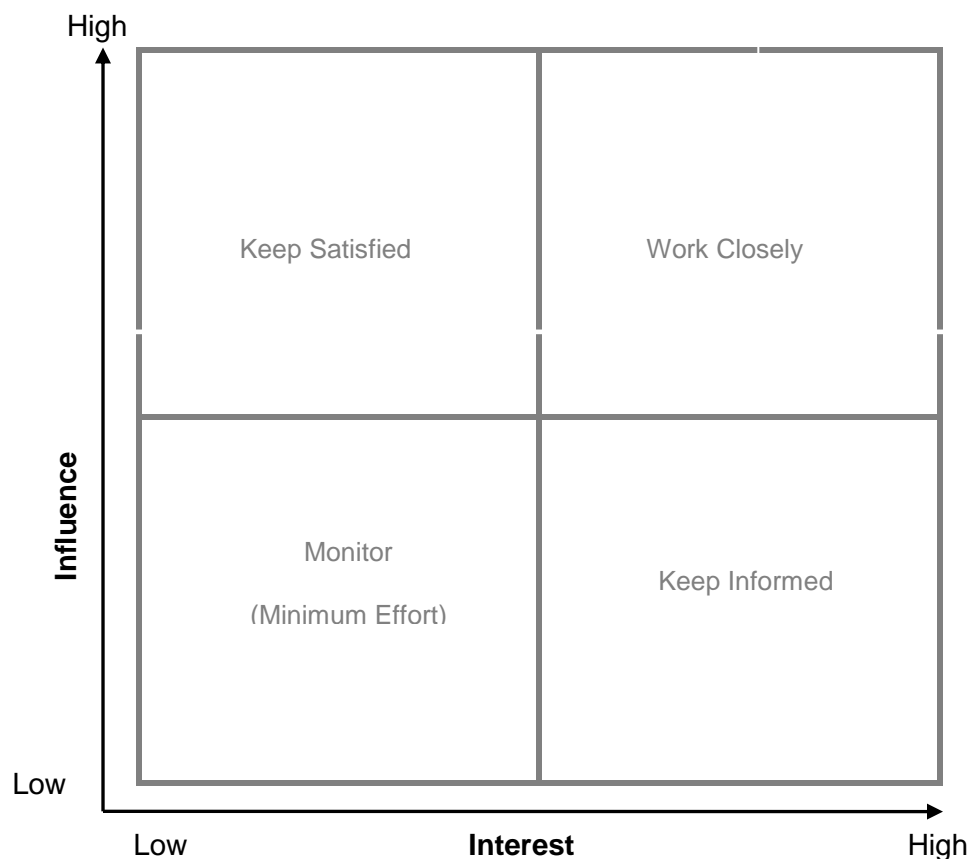
- **Low interest/low influence** – Under-the-radar stakeholders; keep in touch with them as needed. These stakeholders are primarily monitored in case interest or influence changes. Includes pass-thru traffic, non-impacted businesses and the general public.
- **High interest/low influence** – Stakeholders having the appearance of low influence but could slow or derail the project through blocking techniques and coalition formation. These stakeholders will typically require greater than normal communication to keep informed. Includes local residents, less impacted businesses, business groups, media, and advocacy groups.
- **Low interest/high influence** – Usually on the side of the agency and the project but could be difficult if they are persuaded to side with an opposition stakeholder; important to keep them onside and informed of the facts. These stakeholders typically must be satisfied. Includes permitting agencies, political officials and upper management.
- **High interest/high influence** – Stakeholders who are affected by the project and can have significant influence over decisions, whether for or against the

project; important to keep them engaged, informed, having a sense of buy-in and ownership of the project. Includes internal offices, project partners and significant right of way or business impacts.

To understand these stakeholders, consider these questions:

- Do they have financial or emotional interest in the project?
- What is their motivation?
- What information do they want?
- How do we need to communicate with them? (method, frequency)
- Do they have a pre-formed opinion about the agency and the project?
- Are they influenced by other stakeholders, and if so, whom?
- If they are not supporters, how does the project team work with them to become supporters?
- How can their opposition be managed if they will not become supporters?

Interest/Influence Grid



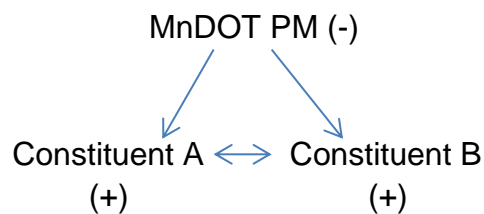
Completing the Interest/Influence Grid sets the stage for the Relationship Mapping tool, as the project manager now understands the level of influence of stakeholders and prepares the PM for understanding the relationship dynamics between the stakeholders.

Power Structure Review

Prior to actually mapping the conflict, it is important to look into the power structure of conflict, the formation of coalitions and the function of coalitions.

Conflict triangles – A low-power person in a conflict bringing in another person to form a coalition; one person will be left out. There are healthy situations, too.

Example:



Toxic triangle - A poisonous relationship potentially devastating to the overall relationship.

Coalition Formation - Occurs when some members are closer to each other than they are to others. They: (1) share topic information, (2) get support and understanding, (3) have a sense of belonging and (4) gain power.

System Isolates – Are those who: (1) are excluded from the main group, (2) resist in joining, and/or (3) may take pleasure in being different

Lines of Communication - Coalitions may be softened by having isolates talk to the whole group about issues.

System Analysis - Predict emotions, tactics used and predictable communication problems by drawing them out.

Diagramming Conflict Relationships

In the mapping illustration on page 24, stakeholders involved in the most critical issues are identified according to who they are, the amount of power they are perceived to have (as shown by the size of the circle) and the relationship dynamic (close, alliance, informal, some conflict, friction). Alliances/coalitions, conflict triangles, toxic triangles, and system isolates should be readily apparent.

Relationship Mapping

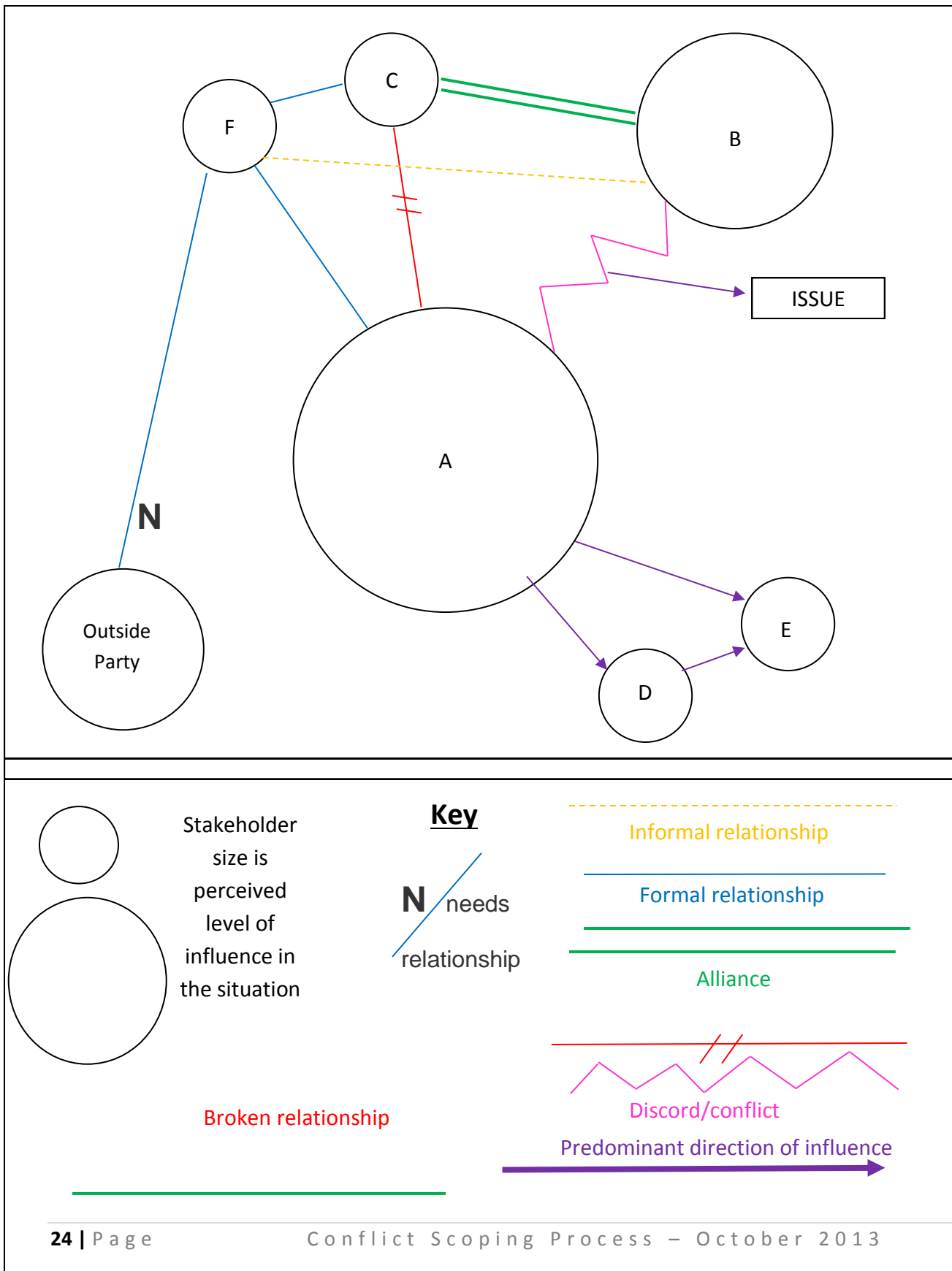
Relationship Mapping presents the best visual within CSP. It is an important step for dissecting each conflict, determining where stakeholders and issues fall within the levels of conflict and assessing the intricate web of relationships between stakeholders.

Conflict mapping digs deeper into the perceived power of stakeholders, the connection of stakeholders to the conflicts and the root causes of the identified conflict. Critical to this is determining whether each of these stakeholder relationships can be classified as an alliance, an amicable relationship, a relationship with friction or a very stressed or broken relationship. Sometimes it is determined that a relationship needs to exist or a relationship is amicable but a work task is creating friction. These can be illustrated with this tool. Mapping these intertwining internal and external relationships will often cause an awareness of relationships which previously had been nearly hidden.

The root causes of conflict can vary widely. Many involve power imbalances, different goals and interests, real or perceived wrongs, personal loss, disenfranchisement, ideology, fractured relationships, historic issues, decision-making inconsistencies and politics. By spending considerable time analyzing the roots of conflict, the project team can gain a better understanding of the relationships between external and internal stakeholders as well as relationships within the respective external and internal stakeholder groups. This forces the project team, in Cloud 6, to carefully produce mitigation strategies in the relationships with the most friction as well as use strong, positive relationships to further the progress of the project.

The Appendices contains greater details on how to delve deeper into the identified conflict.

Original source of mapping graphics: Fisher, Simon et.al, *Working with Conflict: Skills and Strategies for Action, Responding to Conflict*.



CSP Cloud 5: Assessment

Cloud 5 introduces probability and impact assessments and ranking components to help prioritize the level of attention and effort that will be spent on respective conflicts. The assessment and ranking can be adjusted as the conflict works toward resolution. The team takes into account the particular conflict in conjunction with the interest and influence of the involved stakeholders from Cloud 4.

Assessment Level

The conflict is assessed based on both the likelihood of impact to the project and the magnitude of the impact. These impacts are to the project scope, schedule and budget as well as the public perception of MnDOT and its partner agencies. The assessments are categorized based on the following criteria:

- **Critical:** These conflicts have the highest probability of being detrimental to the project with potential to cause distrust of staff and the agency and add time and cost to the project. The conflicts may receive significant media attention, much of it being negative. The issues contain many but not all of the following variables:
 - High level of political involvement, with some quite vocal in their opposition to the project
 - Historic disagreements and/or “wrongs” between entities
 - Communication gridlock between key project partners
 - Existing coalitions opposed to a project’s progress, questioning the legitimacy of the project or not receiving what they desire
 - Agencies with permitting authority that are opposed to a project’s progress
 - Volatile environmental issues, including perception of environmental degradation
 - Potential displacement of people and/or disproportionate impact to diverse populations
 - Substantial amount of time must be devoted by high-level project staff or Upper Management to stop further escalation with the end goal of conflict resolution
- **Moderate:** These issues are currently manageable, especially with consistent staff involvement. But the issues have the potential to escalate to “Critical” if ignored, if actions occur that affect stakeholders negatively and are not addressed properly, or coalitions are formed to bring in additional, high influence stakeholders. Staff time needs to be devoted regularly, but the project team feels the issue will not escalate and will be resolved over time (barring a separate incident).

- **Low:** These are issues that require staff awareness and monitoring - but no action. There is potential for the issue to escalate if ignored. However, it is very likely to stay under the radar during the entire project process, including project completion.

Ranking Level

Following assessment, all conflicts are ranked from perceived greatest to lowest potential or existing conflict. This should be a simple task, as there will most likely be various combinations of critical, moderate and low level probability and impact assessments. Little time should be spent determining which ranking conflict in situations where two or more conflicts have the same probability and impact ratings.

CSP Cloud 6: Strategy

Cloud 6 is the time to strategize for each identified issue, discussing the following items:

- Actual impacts the project could incur from the identified issues. This could include increased public scrutiny, cost, time and specific harm to the project or agency
- Strategies and mitigation steps for resolving existing conflict, starting with the most critical
- Anticipated stakeholder response
- Contingency plan if the planned response should fail

Columns in the Stakeholder Management Workbook exist for each of these identified bullet points. The consensus of the project team should be recorded in these areas.

Employing Strategies

There are many strategies that can be employed to resolve issues. There are variations of grids dealing with win-win (e.g., collaboration), win-lose (forcing), lose-win (smoothing) and lose-lose (avoidance) strategies. A menu of strategies listed below can be applied to the appropriate conflict:

Listening	Apologizing
One-on-one discussion	Education
Facilitated discussion	Small group discussion
Mediation/third-party intervention	Large group discussion
Negotiation	Collaboration
Forgiveness	Reconciliation
Avoidance	Competition
Joint problem-solving	Indirect action
Concession	Accommodation

Compromising
Reality testing
Clarifying

Brainstorming
Shuttle diplomacy
Monitoring

Part of the strategizing process includes the establishment of common goals and vision during both group and individual stakeholder discussions. This improves dialogue and is key to preventing or de-escalating conflict and allows for collaborative decision making and buy-in beyond the agency line. The Project Goals Statement (Cloud 1), provided it accurately reflects the needs of the agency and the communities as a whole, also can be used in discussions, not as a hammer but as a tool to establish expanded common vision with stakeholders.

Since the CSP deals with interpersonal relationship issues, the project team must remember these key elements, which are garnered from negotiation strategies but applicable with other strategies:

- Attend to the relationship
- Attend to all elements of communication
- Reframe issues
- Focus on interests, not positions
- Generate and compare many options
- Assess long- and short-term impacts of options
- Find legitimate criteria
- Ask parties to “stand in each other’s shoes”
- Analyze the Best Alternative to a Negotiated Agreement (BATNA), Worst Alternative to a Negotiated Agreement (WATNA) and Most Likely Alternative to a Negotiated Agreement (MLANTA)
- Work with fair and realistic commitments

Sources: Wilmot & Hocker and Hamline University Mediation Skills Training Manual

More than one strategy can be implemented on an issue, of course. The more complex and critical an issue is, the more likely that multiple strategies will need to be employed.

Strategic options will be assessed for all critical and moderate issues to assist in reducing the chance the conflict will occur, reoccur or escalate, and lead to resolution of the conflict. The issues classified as “low” will be monitored throughout the project’s duration; some of those issues may be elevated to moderate or critical levels at a later time. During this phase, the team establishes many possible options for resolution, looking at potential impacts from the conflict, establishing an outcome goal for the conflict, strategies for resolution, a planned response to the conflict and a contingency plan in the event the implemented strategies fail.

Assignment of Responsibilities

Conflict management responsibilities are assigned at this time. Careful assignment of conflict resolution responsibilities can lead to the person best equipped to manage a conflict. The member's ability to resolve complex technical problems, deep-seated interpersonal issues and interagency and intra-agency conflicts will vary. Conflicts can be assigned to MnDOT staff or to partner agencies with their approval. An external stakeholder may be the best choice if they have the ability to resolve conflicts within their jurisdiction or form coalitions to positively influence project outcome. The person or people assigned to be solutionists should be listed on the Stakeholder Management Workbook at this time.

CSP Cloud 7: Implementation and Management

Cloud 7 has three sub-steps: (1) implementing identified strategies while interacting with stakeholders to resolve conflict, (2) tracking conflicts in detail and (3) managing each issue toward resolution and the end of the project.

Implementation

Up to this point, CSP has been developing a conflict management plan without much formal external engagement. Purposeful interaction with stakeholders in addressing the identified existing and predicted conflict now takes place and is documented. The extensive training and experience project team members have received in project management, public interaction, team building, CSP, conflict resolution and many other areas now becomes critical. In addition, the project team should have a high level of comfort with proceeding to external dialogue at this point. In Clouds 1-5, the project team has assembled an extensive list of stakeholders and interpersonal conflict issues, analyzed historic issues, assessed the stakeholders based on levels of interest and influence and mapped relationships between stakeholders. And with Cloud 6, the project team determined a course of action based on a thorough strategizing process. This included analyzing potential impacts, establishing mitigation steps and planning responses and contingency plans.

Tracking

Tracking individual issues and important interactions is critical to keeping the solutionist, a team member assigned to resolve conflict, and the project team up-to-date. Individual conflict solution-related interactions need to be entered in the Stakeholder Management Workbook by the assigned solutionists and monitored by the Conflict Specialist.

Interactions directed at resolving the identified issues should be tracked in the database. The better the documentation, the better the communication can be between the project manager and project team members. It is important for team members to list all critical communications related to conflict, including ones that lead toward resolution. Typical entries will contain the date of interaction, parties involved, subject matter, any promises made, options discussed, etc. Any new conflict arising from these interactions also should be noted at this time, and the CS and project manager should be notified. If an unanticipated conflict arises, the conflict should be run through the multiple clouds by the PM, CS and assigned solutionist. As mentioned previously, the solutionist will “own” the particular issue and the CS and PM will monitor activity and provide support.

Management

The Project Manager is ultimately responsible for all project details. Consequently, all aspects of CSP related to an individual project fall within the parameters of project management. In smaller projects, the PM is likely to directly manage CSP. However, in larger projects, a Conflict Specialist or another team member may be assigned the duty of managing the CSP and reporting conflict escalation, trends and the like, to the PM, whether at regular CSP meetings contained within the project or on a more urgent basis should conflict escalate.

Conflict Management in practice has guidelines to best approach win-win problem solving.

- Define your needs by deciding what you want or need.
- Share your needs with the other person when the time and place is suitable and you are at your best.
- Listen to the other person's needs.
 - Generate possible solutions by brainstorming
 - Evaluate the possible solutions and choose the best one once all possibilities have been exhausted
 - Implement the solution
 - Follow up the solution to review the effects of the solution

CSP Cloud 8: Resolution, Review and Regeneration

Cloud 8 is the collection point for all resolved conflict. It is also the appropriate time to review all previously identified conflict to ensure determine what if any new strategies need to be employed to resolve existing conflict, and to see if previously resolved conflict may be regenerating.

Review

Similar to a Plan-Do-Check-Act cycle, conflicts are reviewed to determine which:

- Are resolved but not noted as such
- Are well on the way to resolution
- Could remain fairly stagnant
- Are possibly fading away
- Will not materialize
- Could potentially escalate
- Were thought to be resolved but could regenerate
- Need new strategies employed to lead to resolution

Documentation has been a critical aspect of CSP up to this point. It is important to list the steps toward resolution of resolved conflict and not just list it as “conflict resolved” for at least two reasons:

1. To provide documentation in case a stakeholder later questions the validity of the process used to achieve conflict resolution
2. To improve the future use of CSP, learning from successes and failures and developing best practices

Documenting resolution on the Stakeholder Management Workbook should encapsulate the following:

1. Names of project team members, stakeholders and any others instrumental in bringing resolution
2. Various options considered toward resolution
3. Strategies employed to reach resolution
4. Estimated cost and time savings due to the achievement of resolution
5. Lessons learned and any best practices gleaned from this particular issue and its resolution

Items 1-3 should already exist within the Stakeholder Management Workbook. Finessing the details may need to occur as clarity has been established with resolution. Cost and time savings may be readily apparent for some of the resolved conflicts but may be a bit ambiguous in other resolved issues. Lessons learned and best practices should have been captured throughout the process, but a better understanding may exist at project end through a final project team discussion.

Regeneration

The regeneration of conflict can often be predicted even as the original conflict is being “resolved.” This provides a circularity to the CSP as the need to revisit earlier clouds occurs with the newly identified conflicts and those requiring additional strategies. The stakeholder may feel they were not really heard; did not truly agree with the decision, even if it was a compromise or had been negotiated to their advantage; formed a

coalition to empower their position; or came up with a separate issue that brought the “resolved” issue back to life. Sometimes this pattern is established with the most difficult stakeholders who may have only a low-level conflict but become extreme consumers of staff time. Escalation of the conflict within MnDOT may be necessary to deal with this particular type of individual to achieve “final” resolution.

CSP Cloud 9: Post-Project Analysis

All conflict issues will be analyzed after the project is completed. The following are items to be discussed:

- Lessons learned
- Confidence with the ability of the CSP to predict conflict
- Recommended frequency of conflict update meetings
- Project team comfort level/needs for soft-skill improvements
- Assessment of severity level at the start of conflict versus actual severity
- Assessment of the likelihood of conflict escalation
- Success of proposed and employed resolution strategies
- Cost and time savings due to the process
- Trackability of each issue
- Potential modifications to CSP
- Recommendations for the next use of CSP

The summary associated with these findings will be placed on the iHUB in a readily accessible location to MnDOT staff.

Conflict Scoping Process

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Appendix A: Glossary of Terms

Conflict - An expressed struggle between at least two interdependent parties who perceive incompatible goals, scarce resources, and interference from others in achieving their goals.

Conflict Specialist – Person assigned the duties of managing the CSP process; this may be the Project Manager.

Issue managers - Any staff member or stakeholder assigned by the PM or CS to resolve a conflict.

Stakeholder Management Workbook – Tool to track all conflicts associated with the project, including stakeholder information, the conflict and its details, mitigating steps, progress and resolution. The database associated with the tracker is expected to contain information on individual and group discussion points on each conflict.

Solutionists - Any staff members or stakeholders directly involved in resolution of project-related conflict. Solutionists may be external or internal stakeholders depending on level of trust, knowledge, engagement, etc.

Appendix B:

CSP Cloud 1 Project Analysis

Step 1. Multicultural tool

Use the MnDOT Multicultural Communications Program for information on current and future demographics, multicultural communities and community partnerships

Step 2: Computer search

Administration on Aging - www.aoa.gov/

Location of centers for the elderly

ERsys - www.ersys.com/usa/15/index.htm

Designed to provide the most complete set of information possible for any destination

GoogleEarth - www.earth.google.com

Aerial views

GreatSchools, Inc. - www.greatschools.net

Race and ethnicity of school students

MANTA <http://www.manta.com>

Essential business information on demand

MelissaDATA Business List by Zip code

<http://www.melissadata.com/lists/ezlists/ezbusinesslist.aspx>

MelissaDATA Census Tract Maps

<http://www.melissadata.com/lookups/MapTractV.asp>

MelissaDATA Index of Free Look-Ups Non-Profit Organizations by Zip code

<http://www.melissadata.com/lookups/np.asp>

MelissaDATA Non-Profit Organizations by Zip code

<http://www.melissadata.com/lookups/np.asp>

MelissaDATA School District Maps

<http://www.melissadata.com/lookups/MapSchool.asp>

Minnesota State Demographic Center <http://www.demography.state.mn.us>

Resources for A to Z subject categories

Modern Languages Association <http://www.mla.org>

Top 30 languages spoken

National Center for Education Statistics <http://www.nces.ed.gov/ccd/schoolsearch>

Schools and data

National Institute for Literacy <http://www.nifl.gov>

Percentage of adults reading below a 5th grade level

Sperling's Best Places Minnesota Data <http://www.bestplaces.net/state/Minnesota.aspx>

Information on people, health, economy, housing, home values, crime, climate, education, cost of living, transportation, religion, voting, metro area, counties, cities, zip codes

US Census Bureau<http://www.census.gov>

Population, housing, economic and geographic data mapped at town, city, county, zip code and state levels

US Dept. of Agriculture Economic Research Service<http://www.ers.usda.gov/emphases/rural/gallery>

Rural data galleries and mapping

US Dept. of Agriculture Food & Nutrition Service <http://www.fns.usda.gov/cga/Contacts/FieldOffices/>

Data and stats for communities and counties served

US Dept. of Housing & Urban Developmentwww.hud.gov/apps/section8/index.cfm

Section 8 housing

US Dept. of Housing & Urban Development<http://egis.hud.gov/egis>

Homes & communities locator and mapping

Walk Score

Helps people find walkable places to live and calculates the walkability of an address relative to proximity to stores, restaurants, schools, parks, etc.

Yellowpages.com<http://www.yellowpages.com>

Finding businesses, people, maps and directions by location

Special thanks to Scott Bradley, MnDOT Context Sensitive Solutions for providing much of this information

Step 3. Media Review**Radio & TV Stations & Newspapers**<http://www.shgresources.com>

SHG State Resources and Handbook

Other local websites

Step 4: Colleagues for insight and information

Seek insight and information from colleagues in different functional groups, from Maintenance to Design to Planning

Step 5: Documents

Obtain and review background, study, planning and project documents for area of concern

Step 6: Ground truthing

Go into community and field to talk to more people to verify what has surprised or escaped you

Step 7: Synthesis

Synthesize the above information to start developing the information stream for Clouds 2-6

CSP Cloud 1 Project Goals Statement

The Project Goals Statement combines CSP and the primary objectives of the project. The statement should mention CSP as a conflict management tool being used on the project while also exhorting the project's vision and benefits and the population that will benefit.

The Project Goals Statement does not replace a Purpose & Need statement.

Vision for this project:

- 1 _____
- 2 _____
- 3 _____
- 4 _____
- 5 _____
- 6 _____
- 7 _____
- 8 _____
- 9 _____
- 10 _____

Sample Stakeholder Management Worksheet

	Primary Stakeholder	Status	Conflict Description	Probability (H-M-L)	Impact (H-M-L)	Potential Impacts	Conflict Response Plan	Anticipated Stakeholder Response
1	D4 Maint	Active	How to remove snow - DDI alternatives	High	Medium	DMT overrides operationally preferred altern.	Develop snow removal plan for maintenance	Accept
2	Geometrics	Resolved	Tightened loop radius	Low	Low			
3	OES	Active	Gateway Overlay District	Low	Low			
4	FHWA	Active	New staff	Low	Medium			
5	FHWA	Active	Approval of IARR	Low	High	IARR not approved	Meet with top staff	Consult upper mgmt
6	ND DOT	Active	Construction traffic impacts- across border	High	Low	Backups and crashes	Work with early, temporary ITS; 20th St extension may lessen impacts	
7	BRRWD	Active	Impacts to ditch	Low	Low			
8	FMCOG	Active	Ensure project in TIP and LRTP	Low	Medium			
9	City of Moorhead-Staff	Active	Work on 24th and 30th Ave	Medium	Medium	Impacts to traffic operations	Work closely with City	Should be good
10	City of Moorhead- Council	Active	Cost Sharing - 6/8 vote needed to pass	Medium	High	No Cost share, exclude city work	Early presentation at COW	May not accept first time w/o concessions
11	Bike/ Ped Group-FMCOG	Active	Review bike/ped options	Low	Low			

Blank worksheets are available online on MnDOT's iHUB.

CSP Cloud 2 Stakeholder Checklist

Internal Stakeholders

Central Office

- Commissioner
- Deputy Commissioner
- Division Directors
- Major Projects Committee
- Expert Offices
 - Aeronautics
 - Audit
 - Bridge
 - Capital Programs and Performance Measures
 - Civil Rights
 - Construction and Innovative Contracting
 - Environmental Stewardship
 - Freight and Commercial Vehicle Operations
 - Government Affairs
 - Land Management
 - Maintenance
 - Materials & Road Research
 - Multimodal Innovation
 - Ombudsman
 - Project Management and Technical Support
 - Project Scope & Cost Management
 - State Aid
 - Traffic, Safety and Technology
 - Transit
 - Transportation Data & Analysis
 - Other sub-offices

District

District Engineer (DE)	Transit
Assistant DE	Planning/Program Delivery
Design	Traffic
Right of Way	Hydraulics
Permits	State Aid
Contracts	Bridge
Materials	Maintenance
Construction	Agreements
Public Affairs	

Adjacent/Other Districts

External Stakeholders - Outside Agency Staff and Elected Officials

- Townships
 - Staff
 - Chair, Commissioners
- City
 - Administrator, Engineer, Planner, Parks, Emergency Services (fire, police, ambulance), Other
 - Mayor, Councilors, Planning Commission, Parks & Trails, Historical Society, Other
- Port Authority
- Schools (Private/Public)
- County
 - Administrator, Engineer, Planner, Parks & Trails, Emergency Services, Historical Society, Other
- Regional
 - Metropolitan Planning Organization
 - Administrator, Planners, Sewer District, Transit
 - Chair, Board
 - Parks Board/Commission
 - Regional Development Commission
 - Chair, Board, Administrator, Planners, Transit
 - Soil and Water Conservation District/Watershed Management Organization
 - Staff
 - Chair, Board
 - Transit agency
 - Staff
 - Chair, Board
- State, including permitting agencies
 - Agencies
 - MnDOT, MPCA, DNR, EPA, SHPO, Historical Society, EQB, MnSCU, U of M, MMB, Health & Human Services, Attorney General, Public Safety, State Patrol, DTED, BWSR, Tourism, Others
 - Elected officials
 - Governor
 - Senators
 - Representatives
 - Adjacent states (Wisconsin, Iowa, South Dakota, North Dakota)
 - Federal (includes permitting agencies)
 - Agencies
 - FHWA (Highways)
 - FTA (Transit)
 - FRA (Railroad)
 - Commerce
 - HUD (Housing)

- Armed Services
- Army Corps of Engineers
- Interior
 - Bureau of Indian Affairs
 - Bureau of Land Management
 - Bureau of Reclamation
 - Bureau of Safety and Environmental Enforcement
 - National Park Service
 - Office of Surface Mining, Reclamation and Enforcement
 - U.S. Fish & Wildlife Service
- U.S. Geological Survey
- Other
 - Elected officials
 - Senators
 - Representatives
 - Sovereign nations
 - Tribal (tribe, MnDOT liaison)
 - Canada
- Private entities
 - Hospitals
 - Railroads
 - Utility companies (high voltage lines; general electricity, sewer, gas, water, telephone)
 - Contractors and sub-contractors

Advocacy Groups

1. Environmental/land use
2. Civil rights
3. ADA
4. Parks/Trails
5. Friends of....
6. Bike/Ped
7. Taxpayers groups
8. Age: elderly/children
9. Soil remediation
10. Colleges & universities
11. Healthy/active living
12. Affordable housing

Adjacent Property Owners and Related Stakeholders

1. Homeowners
 - a. Individual homeowners
 - b. Neighborhood or homeowners association
2. Owners of undeveloped property

3. Tenants (farm or residential)
4. Businesses
 - a. Individual businesses
 - i. Within the zone
 1. Destination
 2. Local service
 - ii. Major traffic generators
 - iii. Major freight generators
 - b. Business association
 - c. Chambers of commerce
5. Civic (city hall, library, etc.)
6. Other
 - a. Pass-thru traffic
 - b. _____
 - c. _____

Project Implementation Stakeholders

Technical/Professional Consultants

Contractor (Prime)

Utilities

PR Firm(s)

Subcontractors

CSP Cloud 3 Conflict ID: A-Z

The following list of potential conflict areas is provided to spur discussion at CSP meetings:

A-H

Access to property
Acronyms / transportation and/or agency-speak
Adjacent property owners, uses
Americans with Disabilities Act (ADA)
Agreements
Air quality
Alliances/coalitions
Alignment
Alternatives
Amenities (parks, trails, etc.)
Area Transportation Partnerships (ATPs)
Aviation/runway approaches
Bridge (alignment, cost, type)
Budget
Business impacts / loss of business
Cities
Coalitions/alliances
Communication (language, MnDOT-speak, cultural differences, not enough, type)
Contracts (delays)
Counties
Cost participation
Deadlines
Delays (contracts, traffic)
Design (details, over-design, under-design, type of structure, bump-outs)
Detours
Disenfranchised Business Enterprise (DBE)
Dust/dirt
Education
Emergency response (plans)
Environmental (damage, parks, sulfides, wetlands)
Environmental Justice
Funding (delays, not enough, prioritization, obtaining, who obtained)
Geometrics
Goals
Historic (sites, wrongs)
Hydraulics (amount and rate)

I-Q

Information dissemination (accuracy; amount; level; timing)

Interests

Jurisdiction

Land claims

Lighting (type, angle, amount)

Maintenance (snow removal; storage)

Major Projects Committee

Materials

Municipal consent

Multiple agencies

Newer concepts

- Diverging diamond interchange

- RCI (Reduced Conflict Intersection/J-turn)

- Roundabouts

Night time construction (noise; visibility)

Noise

- Daytime & sleep

- Nighttime & sleep

- Noise walls

 - Request when not qualified

 - Don't want, even though qualify and/or neighbors do

- Rumble strips

Pavement type (asphalt vs. concrete; cost)

Ped/bike

Personal

Personnel

- Behavior

- Changes

Permitting

Planning (short vs. long range; poor)

Policy

Power

- Abuse

- Imbalance

Priorities

Project footprint

Promises from previous agency employees

Public engagement/participation process

Quality of Life

R-Z

Relationships

Railroad

Right fix

ROW

- Encroachment

- Purchase vs. eminent domain

- Temporary easement

Rumble strips

Safety (children, speed/volume of traffic)

Schedule

Scope – too large, too small

Security

Sight lines

Signalization

Signing

Site selection

Sovereign nation

Staff

- Approach

- Disagreements

- Skill level

Stakeholders

- External

- Internal

- New

Trails

Traffic

- Speed

- Volume

Transit

Trucking/freight

Turnback (Highway from state to local)

Urban impacts

- Sewer/water

- Sidewalks

- Other infrastructure

Utilities

Vibratory impacts

Visual change (noise walls, barriers, lights, traffic)

Water

Zoo (getting to)

CSP Cloud 3 Conflict ID: Types of Conflict

Data & Information

- Lack of information (no one knows)
- Misinformation
- Too much information
- Problems in accessing information (few can find out)
- Differing interpretations of information

Interest Conflicts

- Perceived or actual competition
- Substantive interests (core concerns or needs)
- Procedural interests
- Psychological interests

Relationship Conflicts

- Negative past experiences
- Strong emotions
- Misperceptions and stereotypes
- Poor communication or miscommunication
- Repetitive negative behavior

Value Conflicts

- Different belief systems or ways of life
- Different criteria for evaluating ideas or behavior
- Exclusive intrinsically valuable goals

Structural Conflicts

- Organizational structures and how priorities are determined and how things get done
- Issues regarding power, authority, control and ownership
- Availability, limitations and distribution of resources

Mood Conflicts

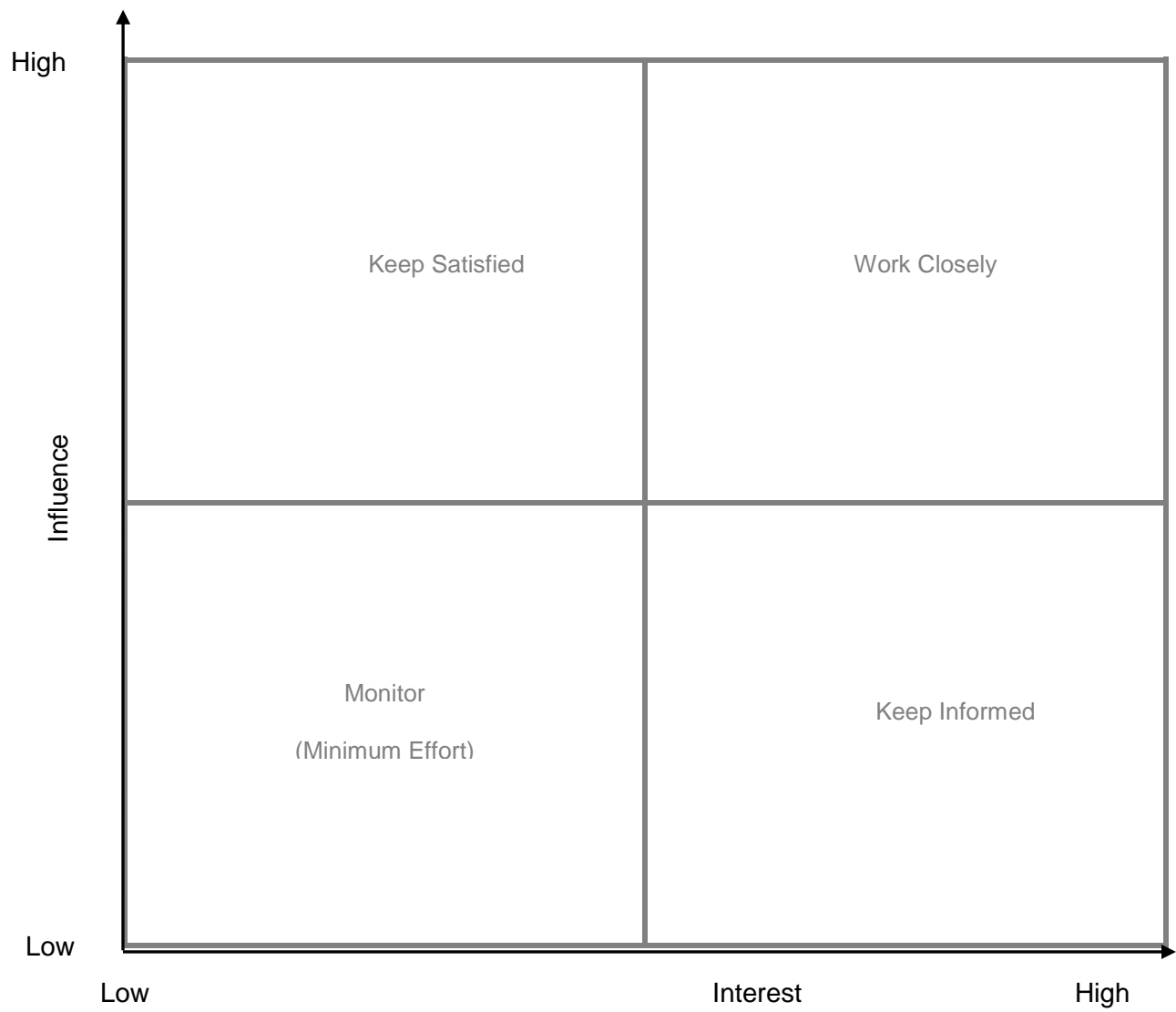
- Factors unrelated to disputes that can cause disputes (bad mood, bad attitude, bad day)

CSP Cloud 4 SWOT Analysis

The SWOT Analysis is a four-square analysis tool used to determine strengths, weaknesses, opportunities and threats to the project from various interests. This should be used only in internal team discussions, as it has a significant chance of upsetting project stakeholders.

Strengths	Weaknesses
Opportunities	Threats

CSP Cloud 4 Interest / Influence Grid



CSP Cloud 4 Conflict Mapping Expanded

The most critical findings from reviewing this section pertaining to the issues should be recorded in the Stakeholder Management Workbook under “History/Power Triangle.” Notes associated with this step should be attached in the general database associated with the project and CSP.

I. Nature of the Conflict

- a. Triggering events bringing conflict to mutual awareness
- b. Historical context of the conflict (ongoing relationships, external events)
- c. Discernible assumptions (conflict metaphors, patterns of behavior, attitudes)
- d. Conflict elements (expression of struggle, perceived incompatible goals and scarce resources)
- e. Productive and destructive phases, positive transformations and creative solutions

II. Orientation to the Conflict

- a. Attitudes toward conflict and perception of conflict (positive, negative, neutral)
- b. Metaphoric images used (war terminology, trials, messes, etc.)
- c. Cultural background of participants

III. Interests and Goals

- a. Clarification of goals by parties: individualistic or systemic?
- b. Goals of the various parties and perceptions of each other
- c. Alteration of goals since start of conflict
- d. Identify topic, relational, identity and process goals and how they overlap
- e. Primary goals at each stage
- f. Conflict parties specializing in any type of goal
- g. Identity and relational issues: are they the drivers?
- h. Goals emerging in different forms
- i. Shift of goals in prospective, transactive and retrospective phases

IV. Power (various parties)

- a. Attitudes about power
- b. Dependencies on one another
- c. Power currencies
- d. Disagreements on the balance of power

V. Styles

- a. Individual styles of parties
- b. Style changes during conflict
- c. Perception of each other's styles
- d. Are conflict choices strategized, or do they remain spontaneous?
- e. Tactical options used by each party
- f. Classified into avoidance, competition or collaboration?

- g. How are the tactics interlocking to push the conflict through phases of escalation, maintenance and reduction?

VI. Conflict and Emotions

- a. What approaches to change are we using?
- b. What emotions are being used? How are they mitigated or moderated?
- c. How can we use positive emotions to resolve this conflict?
- d. Are we out of the zone of effectiveness, and if so, what can we do?

VII. Mapping Interactions and Overall Patterns

- a. What rules of repetitive patterns characterize this conflict?
- b. What triangles and micro-events best characterize the conflict?
- c. How destructive is the tone of this conflict?
- d. Are there coalitions that affect this conflict?

VIII. Attempted solutions

- a. What options have been explored for resolution?
- b. Have attempted solutions become part of the problem?
- c. Is there third party involvement? What's their role and impact?
- d. Is there a repetitive pattern of conflict?
- e. What solutions haven't been tried?

IX. Negotiation/Reconciliation

- a. Are the parties able to negotiate with one another?
- b. What is done to equalize power?
- c. Are the parties using collaborative or competitive tactics, or both?
- d. Is there a need for an apology?

X. Feared potential: If this issue is not addressed, what are the repercussions?

CSP Cloud 5 Assessment Worksheet

The following worksheet is a useful tool for assessing identified conflict to determine approaches for resolution.

Conflict _____

Flash point/trigger event: _____

Labels of individuals for their roles in the system

Change agent – Who will do things differently?

Secret coalition identification: _____

Crazy expectations that people are following: _____

What if there were no conflicts? Would anything be lost?

List known existing coalitions: _____

List known system isolates: _____

List tactics to bring system isolates into the whole group: _____

System analysis: Take time to predict emotions in this project, tactics that will be used and predictable communication problems by drawing it out. Use another sheet if necessary.

CSP Cloud 5 Assessment Guide

To be used in conjunction with the Stakeholder Management Workbook

I. Nature of the Conflict

- a. Triggering events bringing conflict to mutual awareness
- b. Historical context of the conflict (ongoing relationships, external events)
- c. Discernible assumptions (conflict metaphors, patterns of behavior, attitudes)
- d. Conflict elements (expression of struggle, perceived incompatible goals and scarce resources)
- e. Productive and destructive phases and positive transformations and creative solutions

PROJECT NOTES: _____

II. Orientation to the Conflict

- a. Attitudes toward conflict and perception of conflict (positive, negative, neutral)
- b. Metaphoric images used
- c. Cultural background of participants

PROJECT

NOTES: _____

III. Interests and Goals

- a. Clarification of goals by parties: individualistic or systemic?
- b. Goals of the various parties and perceptions of each other
- c. Alteration of goals since start of conflict
- d. Identify Topic, Relational, Identity and Process goals and how they overlap
- e. Primary goals at each stage
- f. Conflict parties specializing in any type of goal?
- g. Identity and relational issues: are they the drivers?
- h. Goals emerging in different forms
- i. Shift of goals in prospective, transactive and retrospective phases

PROJECT

NOTES: _____

IV. Power (various parties)

- a. Attitudes about power
- b. Dependencies on one another
- c. Power currencies
- d. Disagreements on the balance of power

PROJECT

NOTES: _____

V. Styles

- a. Individual styles of parties
- b. Style changes during conflict
- c. Perception of each other's styles
- d. Are conflict choices strategized or do they remain spontaneous?
- e. Tactical options used by each party
- f. Classified into avoidance, competition or collaboration?
- g. How are the tactics interlocking to push the conflict through phases of escalation, maintenance and reduction?

PROJECT

NOTES: _____

VI. Conflict and Emotions

- e. What approaches to change are we utilizing?
- f. What emotions are being used? How are they mitigated or moderated?
- g. How can we use positive emotions to resolve this conflict?
- h. Are we out of the zone of effectiveness, and if so, what can we do?

VII. Mapping Interactions and overall patterns

- e. What rules of repetitive patterns characterize this conflict?
- f. What triangles and microevents best characterize the conflict?
- g. How destructive is the tone of this conflict?
- h. Are there coalitions that affect this conflict?

PROJECT

NOTES _____

VIII. Attempted solutions:

- f. What options have been explored for resolution?
- g. Have attempted solutions become part of the problem?
- h. Is there third party involvement? What's their role and impact?
- i. Is there a repetitive pattern of conflict?
- j. What solutions haven't been tried?

IX. Negotiation/Reconciliation

- e. Are the parties able to negotiate with one another?
- f. What is done to equalize power?
- g. Are the parties using collaborative or competitive tactics, or both?
- h. Is there a need for an apology?

PROJECT

NOTES: _____

X. Feared potential: If this issue is not addressed, what are the repercussions?

CSP Cloud 5 Micro-Level Assessment

Micro-level mapping should occur only with the most critical macro-level events.

- A. Interaction Rules, “the way things are done”
 - a. List rules that exist in internal and external interactions (codified and traditional).
 - i. Example: when a new staff member attends a staff meeting, they must not express their opinion unless they have a sponsor who is an established staff member.
 - b. Code each rule: whose rule is it?
- B. Micro-Events
 - a. Repetitive loops of observable interpersonal behaviors with a redundant outcome
 - c. Look into:
 - i. Who is initiating events and in what way?
 - ii. Who responds and in what way?
 - iii. Who is present but is not party to the conflict?
 - iv. Is anybody speaking for someone else, and is this keeping the participants embroiled in conflict?
 - v. If there were no conflict, what would be missing?
 - vi. Is the conflict serving to fill emotional space so other parties cannot fight?
- C. Interaction Rules, “the way things are done”
 - d. List rules that exist in internal and external interactions, and list whose rule it is and why it is followed.

- D. Micro-Events
 - e. Repetitive loops of observable interpersonal behaviors with a redundant outcome
 - f. Look into:
 - i. Who is initiating events and in what way?:

 - ii. Who responds and in what way?:

 - iii. Who is present but not party to the conflict?:

 - iv. Is anybody speaking for someone else, and is this keeping the participants embroiled in conflict?:

v. If there were no conflict, what would be missing?

Source: Wilmot & Hocker, pp. 218-237

Appendix C:

The Role of the Conflict Prediction and Resolution Specialist

The Project Manager is ultimately responsible for all aspects of the project. For larger projects and those with higher existing and potential levels of conflict, a Conflict Specialist can provide expertise and additional support on the project. The CS would most likely be culled from existing district staff (e.g. Public Affairs Coordinator, planner, business liaison) or from outside sources, such as the Ombudsman's Office or other specialty area.

The primary roles of a CS would be:

- 1) To work with team members to gather data on the project area and potential conflict points.
- 2) To review project staff's training in conflict resolution and experience in dealing with multiple stakeholders and determine if there are opportunities to improve conflict resolution skill levels
- 3) To develop Project Goals Statement
- 4) To identify internal and external stakeholders
- 5) To complete Influence/Interest grid
- 6) To identify potential issues
- 7) To assess and rank issues
- 8) To map conflict at macro and micro levels (if applicable) – multiple steps, including reviewing each issue's interpersonal relationships (existing and potential coalitions/alliances/collaborations, broken relationships, relationships with friction, etc.), by utilizing the Stakeholder Management Worksheet; reviewing stakeholder goals, orientation, interests, styles, previous solution attempts, etc. with the use of the conflict assessment tools in the appendices.
- 9) Assist with identifying issue managers, resolution partners and solutionists
- 10) Assist PM in monitoring progress on conflict resolution, including meetings when appropriate
- 11) Track conflicts to resolution, revisit conflicts as needed as they escalate or potentially escalate, or reduce in level of conflict
- 12) Summarize all conflicts resolved and write final review document for post-project discussion with project team.

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